

**Statement of Work**  
to  
Contract Number PSCXXXXX  
for  
Data Strategy Consulting Services  
for  
AOC Information Services Division

This Statement of Work (SOW) is made and entered by and between Purchaser (“AOC”) and [Vendor name] (“Vendor”), for data integration and implementation consulting services for Administrative Office of the Courts (AOC) Information Services Division (ISD).

This SOW incorporates by reference the terms and conditions of Contract Number PSCXXXXX in effect between the AOC and Vendor. In case of any conflict between this SOW and the Contract, the Contract shall prevail. AOC and Vendor agree as follows:

## **1. Introduction**

The intent of this SOW is to enable AOC’s Information Services Division to obtain independent expertise on data integration technologies and related topics as ISD undertakes a number of enterprise level project deployments. While all ISD projects report to a single governance model, ISD requires an independent Data Strategy Consultant to guide and direct each project team ensuring a high level of continuity and success as ISD’s projects progress into deployment and production. As potential data concerns are raised by other contracted Vendors and project teams, the Data Strategy Consultant is expected to help analyze, identify and propose recommended solutions for remedy.

Additionally, the Vendor’s Data Strategy Consultant, who will report to an assigned ISD Manager, will help refine and finalize data integration strategies for the key agency projects as outlined by Section 3 of this document. This involves facilitating meetings between stakeholders, preparing deliverables, communicating strategies and reviewing agency-drafted deliverables as listed in Section 3 of this document.

## **2. Project or Task Objectives**

Vendor must provide Services, staff and work products, and otherwise do all things necessary for or incidental to the performance of work as set forth under this SOW for all project objectives as provided below:

### Cross-Project Issue Identification and Resolution

Much of the Data Strategy Consultant’s role will encompass a cross-project scope for the agency, meaning the Vendor’s consultant will be responsible for taking an organization-wide perspective in observing, documenting, advising and recommending solutions to issues across project teams. The following are key objectives that cross agency projects:

- Participate in specified project vendor meetings.
- Observe and identify data analysis and reporting issues.
- Work with ISD’s Project Management Office (PMO) and Architecture & Strategy (A&S) to

assign issues to the correct operational unit, such as Data & Development, and Operations.

- Work with appropriate team(s) to address issues.
- Facilitate discussions among stakeholders and communicate resolution.
- Assist in rationalizing and evaluating change requests for project teams and vendors.

#### Data Strategy Guidance and Communication

The Data Strategy Consultant will work closely with AOC ISD management to help further develop and communicate the AOC strategy surrounding data. This includes the following objectives:

- Facilitate strategic discussions between teams as related data capture, storage and analysis.
- Provide guidance and direction surrounding the agency's statewide data strategy.

#### Data Quality Program

The Data Quality Program has a vision to ensure "Quality data is made available to customers so as to ensure fair and accurate administration of justice." This program consists of several projects which are continuing to evolve as the agency is working through a consolidated data governance plan. Objectives the Vendor will achieve surrounding data quality include the following:

- Help finalize and communicate data quality strategy and data quality concerns.
- Help finalize and negotiate data governance and quality processes by assisting to coordinate schedules.
- Provide subject matter expertise and best practices to team.
- Help identify and communicate needs for additional resources for data quality work as needed.

#### Commercial-of-the-Shelf (COTS) Prep Project

The COTS project team is focused on planning and preparing for the implementation of new COTS packages within the agency. Their current focus is on determining what impacts the adoption of a new Superior Court Case Management System (SC-CMS) will have on the organization and its existing/legacy information systems. The objectives for the Strategy Data Consultant related to this project include the following:

- Help finalize and communicate analysis and findings.
- Provide subject matter expertise and best practices to team.
- Facilitates the execution of the SC-CMS, Information Networking Hub (INH), and Judicial Information System (JIS) integration and data transfer strategy and architectural implementation.

#### INH Enterprise Data Repository (EDR) Project

The INH/EDR project has been tasked with implementing a centralized data sharing hub for the agency. This hub is meant to serve as the primary means by which the agency shares system-to-system information between agencies by using modern Web Services and routing service transactions

to the appropriate system of record. The objectives for the Data Strategy Consultant related to this project include the following:

- Help finalize and communicate analysis and findings.
- Provide subject matter expertise and best practices regarding data governance to team.

### 3. Scope of Work

Vendor shall provide Services and staff, and otherwise do all things necessary for or incidental to the performance of work, as set forth below:

#### **Task 1: Data-Related Strategic Consulting**

Under this contracted effort, the Data Strategy Consultant will meet on a continuous basis with project and contracted staff teams for specified AOC projects in order to proactively identify and document any potential data-related issues and risks identified. Once identified, help the team by fully documenting the concern along with options in a matrix format to present decision makers with a balanced list of options and impacts for each option.

This effort will require continued monitoring throughout the entire contracted engagement. ISD expects the Data Strategy Consultant to continuously communicate with ISD staff and other stakeholders to observe and monitor data-related project activities and report appropriately.

The Data Strategy Consultant is expected to work closely with the ISD project teams to facilitate strategic discussions between teams as related to data capture, storage and analysis and to provide guidance and direction surrounding AOC's statewide strategy.

Delivery of the data strategy guidance will require the Data Strategy Consultant to develop and deliver timely communication documentation which will include, at a minimum, the following:

- Prepare written INH weekly status reports and executive summaries approved by the INH Project Manager.
- Monthly ISD Data-Related Executive Summaries using formats approved by the assigned ISD Manager.
- Provide presentations, slide decks and documentation on proposed strategy and technical solutions to AOC staff and INH project stakeholders as needed

#### **Deliverables - Task 1**

Deliverables related to Task 1 shall be submitted for review and accepted by the assigned ISD Manager no later than 2 days prior to the assigned due date, or as determined by the assigned ISD Manager. First weekly INH Status Report will be due no later than the third week following Contract Effective Date, or as otherwise determined by the assigned ISD Manager. Initial start date for other deliverables identified below shall be determined by the assigned ISD Manager in coordination with ISD Management and other project staff.

- 1) Weekly INH Status Report
  - Due weekly, no later than 5 PM (PST) every Friday
- 2) Bi-weekly INH Executive Summary Reports
  - Bi-weekly, no later than 5 PM (PST) every other Monday
- 3) Monthly ISD Data-Related Executive Summary Reports
  - Monthly, no later than 5 PM (PST) every fourth Friday

## **Task 2: Cross-Project Issue Identification and Resolution Process**

Data Strategy Consultant will be required to develop an Issue Identification and Resolution process for implementation as a standardized control within ISD. This process is intended to facilitate discussions among cross-project stakeholder groups and to facilitate communication resulting in resolution. Associated documents including appropriate workflows will be required to be delivered by the Data Strategy Consultant for use by ISD business units for future data-related issues. Templates will also be required to be developed by the Data Strategy Consultant in support of the Issue Identification and Resolution Process.

### **Deliverables -Task 2**

Draft versions of the Deliverables related to Task 2 shall be completed for review and discussion with the assigned ISD Manager no later than *[30 days following Contract Effective Date]*.

Final versions of the Deliverables related to Task 2 shall be submitted for review and accepted by the assigned ISD Manager no later than *[60 days following Contract Effective Date]*.

- 1) Issue Identification and Resolution Process Document
- 2) Issue Identification and Resolution Process – Templates
  - Issue Analysis Document
  - Resolution Options Matrix
  - Others as required
- 3) Decision Communication Process Documentation
- 4) Decision Communication Process – Templates
  - Decision Communication

## **Task 3: Finalize Enterprise Data Repository (EDR) Strategy**

Work closely with the INH project team to review current strategy documentation and facilitate a final EDR deployment strategy.

### **Task 3a**

Data Strategy Consultant is expected to work closely with the INH project team to review current strategy documentation which will require, at a minimum, the following:

- Develop an understanding of the current AOC technical environment, project governance, data exchange initiatives and the INH Implementation Strategy as defined by the Technical Lead Plan.
- Evaluate current INH technical design strategy for the Enterprise Data Repository against real world solutions and best practices and provide recommendations and feedback.
- Review and provide feedback on the EDR implementation strategy documents with a focus on providing a scalable architectural design using a phased-in modernization approach based on business requirements.

### **Deliverables - Task 3a**

Draft versions of the Deliverables related to Task 3a shall be completed for review and discussion with the assigned ISD Manager no later than *[60 days following Contract Effective Date]*.

Final versions of the Deliverables related to Task 3a shall be submitted for review and accepted by the assigned ISD Manager no later than *[120 days following Contract Effective Date]*.

- 1) EDR Deployment Strategy Review & Analysis

### **Task 3b**

Data Strategy Consultant is expected to work closely with the INH project team to facilitate a final EDR deployment strategy which will require, at a minimum, the following:

- Assist AOC staff with the completion of work products and documentation required to complete design and implementation strategy modifications.
- Provide templates and instructions to complete required design and implementation strategy documentation.
- Provide presentations, slide decks and documentation on proposed strategy and technical solutions to AOC staff and INH project stakeholders as needed
- Advise and collaborate with INH Project Solution Architect in developing a real-world solution design for the EDR, based on business requirements.

### **Deliverables – Task 3b**

Draft versions of the Deliverables related to Task 3b shall be completed for review and discussion with the assigned ISD Manager no later than *[30 days following Contract Effective Date]*.

Final versions of the Deliverables related to Task 3b shall be submitted for review and accepted by the assigned ISD Manager no later than *[60 days following Contract Effective Date]*.

- 1) EDR Deployment Strategy Presentations
- 2) EDR Design Process Documentation

## **Task 4: INH and EDR Project Management Assistance**

The Data Strategy Consultant will be required to monitor the delivery of the EDR by the INH

project team and report to ISD management and other stakeholders on its progress. The Data Strategy Consultant will also be required to provide guidance to ISD staff and the INH project team as it relates to the execution of the project including a review of the current project plan and assisting the PMO in modifying the plan to bring it into alignment with the finalized EDR deployment strategy. This task includes the following activities:

- Provide technical guidance based on real-world experience and court business knowledge on the phased integration of INH data exchanges into an environment with multiple case management systems and other local court systems.
- Advise and collaborate with the INH Project Manager in executing, monitoring and controlling the implementation strategy for the EDR.
- Guide and direct INH Project team, along with ISD A&S and PMO staff on the EDR design and implementation strategy.
- Attend scheduled update/status project team meetings as needed.
- Review and refine the EDR project schedule to support the recommended implementation strategy.
- Review and advise project team on the realignment of INH data exchanges to capture data to be stored in the EDR necessary to meet the business requirements.

#### **Deliverables - Task 4**

Draft versions of the Deliverables related to Task 4 shall be completed for review and discussion with the assigned ISD Manager no later than *[45 days following Contract Effective Date]*.

Final versions of the Deliverables related to Task 4 shall be submitted for review and accepted by the assigned ISD Manager no later than *[90 days following Contract Effective Date]*.

- 1) INH Project Plans Review and Assessment
- 2) Updated EDR Project Schedule

#### **Task 5: Data Quality Assistance**

In coordination with the ISD assigned manager and Data & Development (D&D) staff, the Data Strategy Consultant shall review and analyze the current data quality program. The Data Strategy Consultant shall be required to assist D&D Staff in implementation of a revised, enhanced data quality program. This task includes the following activities:

- Develop proofing process for critical documents such as the Data Quality Roadmap, Data Governance Roadmap, and other similar type documents.
- Develop and design review process for presentations related to Data Governance and Data Quality.
- Develop and design verification processes related to Data Quality and Data Governance.
- Develop diagrams, charts, and other visuals relating to processes and concepts supporting Data Quality and Data Governance.
- Assist in the brainstorming and merging of concepts between Data Quality and INH, such as process design, data structure, problem solving, and identifying needed resources.

- Develop templates and processes for use in requirements development in order for ISD to make proposal recommendation(s) for data-related tools.

### **Deliverables - Task 5**

Draft versions of the Deliverables related to Task 5 shall be completed for review and discussion with the assigned ISD Manager no later than *[90 days following Contract Effective Date]*.

Final versions of the Deliverables related to Task 5 shall be submitted for review and accepted by the assigned ISD Manager no later than *[120 days following Contract Effective Date]*.

- 1) Data Quality Review and Analysis
- 2) Data Governance Model Review
- 3) Data Quality Communication Plan Review
- 4) Data Management Roadmap

### **Task 6: Perform Legacy to INH Service Gap Analysis**

The Vendor will help the COTS Prep team in performing a GAP analysis between the legacy system data elements and those SCOMIS fields already addressed or otherwise populated by the Organization's portfolio of Data Exchange (DX) Services. This task includes the following sub-tasks:

- Review and document data elements captured on existing legacy system screens.
- Identify auto-populated data on legacy systems
- Develop a cross-walk of the existing JIS fields to DX Services.
- Document a list of the fields that are not addressed by the DX Services.

### **Deliverables - Task 6**

Draft versions of the Deliverable related to Task 6 shall be completed for review and discussion with the assigned ISD Manager no later than *[120 days following Contract Effective Date]*.

Final versions of the Deliverable related to Task 6 shall be submitted for review and accepted by the assigned ISD Manager no later than *[150 days following Contract Effective Date]*.

- 1) Legacy to Service Gap Analysis

## **4. Timeline and Period of Performance**

The period of performance for this project will start on the Effective Date of Contract PSCXXXXX and the work tasks are estimated to continue through *[end of term period (Month Date, Year)]*. AOC has the right to extend or terminate this SOW at its sole discretion.

Changes to this SOW shall be mutually agreed upon in writing through the execution of a contract amendment signed by both parties.

## **5. Task Deliverables Schedule**



Acceptance criteria is set forth in Section 14 of Contract PSCXXXXX . At a minimum, Vendor shall provide each draft deliverable to AOC Project Manager for review and consideration no later than the due date set forth in the Task Deliverables Schedule below. If requires additional modifications to a draft deliverable, AOC Project Manager will notify Vendor Project Manager of all required edits before AOC Project Manager will provided acceptance of any such deliverable as final. Documents provided to AOC Project Manager as *final* deliverables shall be marked as such and shall be due no later than the date set forth in the Task Deliverables Schedule below.

*The table below will be completed based on the dates provided by Vendor in the Project Plan and schedule submitted as part of any proposal. If selected as ASV, Vendor should expect potential contract negotiations with AOC regarding adjustment to their proposed deliverable due dates.*

Task No.	Task Deliverables	Deliverable Due Date
1	INH Weekly Status Reports	<i>Weekly, no later than 5 PM (PST) every Friday</i>
1	INH Bi-weekly Executive Summary	<i>Bi-weekly, no later than 5 PM (PST) every other Monday</i>
1	Monthly Data-Related Executive Summary	<i>Monthly, no later than 5 PM (PST) every fourth Friday</i>
2	Issue Identification and Resolution Process Document - DRAFT	30 days following Contract Effective Date
2	Issue Identification and Resolution Process Document - FINAL	60 days following Contract Effective Date
2	Issue Identification and Resolution Process – Templates - DRAFT	30 days following Contract Effective Date
2	Issue Identification and Resolution Process – Templates - FINAL	60 days following Contract Effective Date
2	Decision Communication Process Documentation - DRAFT	30 days following Contract Effective Date
2	Decision Communication Process Documentation - FINAL	60 days following Contract Effective Date
2	Decision Communication Process – Templates - DRAFT	30 days following Contract Effective Date
2	Decision Communication Process – Templates - FINAL	60 days following Contract Effective Date
3a	EDR Deployment Strategy Review & Analysis - DRAFT	60 days following Contract Effective Date



3a	EDR Deployment Strategy Review & Analysis - FINAL	120 days following Contract Effective Date
3b	EDR Deployment Strategy Presentation - DRAFT	60 days following Contract Effective Date
3b	EDR Deployment Strategy Presentation - FINAL	120 days following Contract Effective Date
3b	EDR Design Process Documentation - DRAFT	60 days following Contract Effective Date
3b	EDR Design Process Documentation - FINAL	120 days following Contract Effective Date
4	INH Project Plans Review and Assessment - DRAFT	45 days following Contract Effective Date
4	INH Project Plans Review and Assessment - FINAL	90 days following Contract Effective Date
4	EDR Project Schedule Review and Update - DRAFT	45 days following Contract Effective Date
4	EDR Project Schedule Review and Update - FINAL	90 days following Contract Effective Date
5	Data Quality Review and Analysis - DRAFT	90 days following Contract Effective Date
5	Data Quality Review and Analysis - FINAL	120 days following Contract Effective Date
5	Data Governance Model Review - DRAFT	90 days following Contract Effective Date
5	Data Governance Model Review - FINAL	120 days following Contract Effective Date
5	Data Quality Communication Plan Review - DRAFT	90 days following Contract Effective Date
5	Data Quality Communication Plan Review - FINAL	120 days following Contract Effective Date
5	Data Management Roadmap - DRAFT	90 days following Contract Effective Date
5	Data Management Roadmap - FINAL	120 days following Contract Effective Date

6	Legacy to Service Gap Analysis - DRAFT	120 days following Contract Effective Date
6	Legacy to Service Gap Analysis - FINAL	150 days following Contract Effective Date

*Table 1 – Task Deliverables Schedule*

## 6. Compensation and Payment

AOC shall pay Vendor an amount not to exceed *[Enter written amount of Vendor cost proposal]* (\$*XXX,XXX*.00) dollars for the performance of all activities necessary for or incidental to the performance of work as set forth in this SOW.

Vendor's compensation for assigned deliverables shall be rendered based on Vendor's Prices as set forth in the *Table 2 – Payment Schedule* below.

Task No.	Payment Schedule	Payment
2	Issue Identification and Resolution Process Document	\$ <i>xx,xxx</i>
2	Issue Identification and Resolution Process - Templates	<i>xx,xxx</i>
2	Decision Communication Process Documentation	<i>xx,xxx</i>
2	Decision Communication Process - Templates	<i>xx,xxx</i>
3a	EDR Deployment Strategy Review & Analysis	<i>xx,xxx</i>
3b	EDR Deployment Strategy Presentation	<i>xx,xxx</i>
3b	EDR Design Process Documentation	<i>xx,xxx</i>
4	INH Project Plans Review and Assessment	<i>xx,xxx</i>
4	EDR Project Schedule Review and Update	<i>xx,xxx</i>
5	Data Quality Review and Analysis	<i>xx,xxx</i>
5	Data Governance Model Review	<i>xx,xxx</i>
5	Data Quality Communication Plan Review	<i>xx,xxx</i>
5	Data Management Roadmap	<i>xx,xxx</i>
6	Legacy to Service Gap Analysis	<i>xx,xxx</i>
	<b>Contract Total</b>	<b>\$ <i>xx,xxx</i></b>

*Table 3 – Payment Schedule*

Upon completion of final deliverables, Vendor shall be compensated for delivery of ongoing, continuous data-related strategic consulting at a flat monthly rate of *[Enter written amount if Vendor cost proposal]* (\$XX,XXX.00) per month. Flat monthly consulting rate shall be pro-rated depending on the date of AOC Acceptance of the final Deliverable as provided in Section 5 above.

All AOC-approval granted for invoice payments will be tied to acceptance of the deliverables as identified in *Table 1 – Task Deliverables Schedule* and for successful Vendor performance of ongoing data-related strategic consulting services under Task 1 and as identified within this section.

AOC shall not reimburse Vendor for any travel and other expenses incurred in performing work under this SOW.

See Contract Section 5 for terms and conditions regarding Workstation and Facility Fees which shall apply to Services provided under the SOW.

## **7. Vendor Staff, Roles and Responsibilities**

For work to be performed for AOC, AOC reserves the right to reject any of the Vendor employees. Any and all costs or expenses associated with replacement of any person or entity shall be borne by the Vendor.

Vendor may not change or replace any of the staff assigned to this Contract without prior approval of AOC, which approval will not be unreasonably withheld. Vendor is not responsible for delays or repeated tasks caused by factors outside its control. These factors include, but are not limited to, availability of AOC personnel, equipment, and telecommunication provider services.

Vendor will use commercially reasonable efforts to take into account AOC's schedule, but in all events the performance of Services is subject to the availability of Vendor personnel and resources, as determined by Vendor.

Vendor shall be responsible to ensure that all its employees are properly trained, certified, or licensed as appropriate and are properly qualified by education and experience to perform the work. Vendor shall avoid overstaffing the work or shuffling personnel assigned to said work.

All work identified with in this SOW will be required to be performed by Vendor's Data Strategy Consultant onsite at AOC in Olympia, WA during the first ninety (90) consecutive days of the engagement. Thereafter, Data Strategy Consultant is expected to be available to work remotely for up to ¾ fulltime. Occasionally travel to AOC remote offices in Sea-Tac, WA may also be required. AOC will not reimburse Vendor or their staff for any travel expenses incurred while providing Services under Contract PSCXXXX and this SOW

Vendor will provide the applicable and necessary labor, consultation, materials, project management and/or tools to perform the Services and provide the Deliverables described herein.

## **8. AOC Staff, Roles and Responsibilities**

ISD assigned Manager, for this project shall be responsible for coordinating resources and staff in support of project activities, and will provide technical assistance and guidance for the business and technology areas of the project. ISD assigned Manager will make final project decisions and have acceptance signoff authority for all project deliverables. See Section 19 of Contract **PSCxxxx** for contact information.

The duties of the ISD assigned Manager shall include:

- 1) Act as AOC's sole point with contact of communications with Data Strategy Consultant regarding work assignments.
- 2) Act as AOC's sole point of contract who will direct Data Strategy Consultant's execution of SOW deliverables and fulfillment of other contractual responsibilities.
- 4) Provide review and feedback on all Vendor deliverables submitted by Data Strategy Consultant as required under this SOW.
- 5) Provide final acceptance by AOC of any deliverable required under this SOW.
- 6) Evaluation Vendor and their staff performance against the requirements set forth in this SOW.

## **8. Additional Terms and Conditions Specific to this SOW**

Vendor will work collaboratively with all necessary project leadership, project staff and project partners assigned to this project. Work products produced by the Data Strategy Consultant for AOC will become the property of AOC. Data Strategy Consultant must be able to work collaboratively with AOC, project partners and other contracted Vendors to gain understanding of their business needs.